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Security Information

21 December 1953

MEMORANDUM FOR: Chief of Operations

SUBJECT: Junior Officers' Committee Report, attached.

I have read subject report with considerable care and have the following general comments to make:

1. The report appears to be conscientiously and diligently prepared, and I am sure that its preparation, no less than its recommendations, will have served a useful purpose.
2. Speaking as a professional pollster, which I am not, I would be most hesitant to draw conclusions from interviews with 115 employees without knowing on what basis, if any, these 115 were selected. It seems to me more than probable that the 115 contain a high proportion of articulate employees with active gripes.
3. My own impression, which seems to be partially substantiated in this report, would be that morale has been at its worst among PM personnel, for the obvious reason that they were recruited for dangerous yet glamorous assignments, underwent prolonged and often disagreeable training, and then in most cases were deeply disappointed by assignments of a very different kind than they had anticipated. A smaller proportion of PP personnel have been disappointed in somewhat similar fashion. Such disappointments appear to me to be least frequent among FI personnel where the nature of the job has been more clearly defined both academically and by experience, so that it is easier for a recruit to reach at least an approximation of what the future may hold in store for him.
4. There are two points emphasized in this report which I would like to endorse with equal or greater emphasis. The first concerns the necessity of beefing up the role of the supervisor, defining the extent of his responsibility and holding him strictly to the exercise of that responsibility. The second concerns the need for strengthening the rotation and reassignment program, and particularly of enforcing, so far as is reasonable or humane, the policy of mandatory assignments. In a temporary agency such as MSA, it may be feasible to assign individuals overseas according to their preference, but in a career service all hands should recognize that they will have to accept the bitter with the sweet.

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5. The following are a few more specific comments:

a. Page 4 - Para A (7) - Among the majority of complaints noted is the "false impressions and promises of the Personnel interviewers." It should be noted that as early as 1950, Personnel recruiters were advising candidates that it would be at least six months before they would be considered for overseas duty. However, junior personnel handling interviewing at the Division level, in their zeal to sell candidates, were not abiding by this.

b. Page 5 - Para 10 - In regard to "over-restriction of information on positions", it should be noted that until very recently (within the last year or two) Security would not allow mention of the fact that we had overseas stations let alone overseas employment possibilities.

On the "Over-emphasis of recruitment of highly educated and trained individuals for jobs of lower levels", we should bear in mind that a mere college degree does not qualify a person for a position, particularly from some of the fly-by-night institutions which sprung up in the past five years to take advantage of the GI Bill of Rights.

c. Pages 10 - 11 - Much of the discussion given to pay and promotion does not hold water. Although there are undoubtedly many cases of inequity, the Agency salaries and promotion policy are slightly higher than in other permanent agencies such as State, Defense, Labor, etc.

d. Page 13 - It appears to me that most of the comments and complaints about training have been remedied at this time.

e. Page 22 - para 78 - A proposal to present an Agency "Newsletter" has many times been considered and turned down equally as many times by Security.

f. Pages 23 and 24 - para 84 and 85 - Concur in suggestion that Career Service Boards should do all in their power to place emphasis on the role of the supervisor and the extent of his responsibility rather than the present trend of relieving him of these duties.


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